

8 January 1973

MEMORANDUM FOR: Mr. Tweedy, D/DCI/IC

SUBJECT: NSC Staff Comments on Intelligence Products

1. Per arrangements you made with Andy Marshall, today I reviewed the summary he has prepared of a series of interviews with NSC Staff members in which they responded to questions from him as to the utility of intelligence products in their work and their ideas on how these products could be improved. Since you have read Andy's summary, I will not comment on the content of the interviews.

2. After I had read the document, Andy wanted to discuss how it should be handled and what kind of summary for dissemination would be most appropriate. I suggested that if he had not already shown the document to Dr. Schlesinger he might want to do so. From Andy's reaction, I am confident he already has taken this step.

3. I suggested that a summary be prepared organized into two parts. The first part would describe specific criticisms concerning current intelligence publications, NIEs, and the various intelligence memoranda. The second part would consist of suggestions for improvement in intelligence products, both in terms of specific types of reports or estimates and in terms of general advice, such as the need for short, hard-hitting summaries, the need for more attention to early identification of trends and more attention to discussion of the overall situation in a country or area rather than a focus on the government or specific incident.

4. Andy indicated he hoped to have a summary ready for submission to you within a week.

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Chief, PRG/IC

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